Government of Saskatchewan

Annual Report 2003-2004

Saskatchewan Public Service Commission

Saskatchewan Centennial 2005

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Web address for the Public Service Commission 2003-2004 Annual Report:

www.gov.sk.ca/psc/publications.htm

Letters of Transmittal

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

July 2004

Your Honour:

As Minister Responsible for the Saskatchewan Public Service Commission, it is my pleasure to respectfully submit the Annual Report for the year ending March 31, 2004.

This year, the PSC is reporting, on behalf of government, progress measured against the actions in the Corporate Human Resource Plan, as outlined in last year's Annual Report.

The Corporate Human Resource Plan focuses on recruitment, retention and diversity for the public service. The PSC is committed to working with departments to continue to implement the actions outlined in the plan, and to ensure human resource systems can meet the changing needs of the public service.

Sincerely,

Pat Atkinson

Pat Atkinson
Minister Responsible for the
Saskatchewan Public Service Commission

The Honourable Pat Atkinson
Minister Responsible for the
Saskatchewan Public Service Commission

July 2004

Dear Minister:

I am pleased to submit the 2003-04 Annual Report for the Saskatchewan Public Service Commission. This Annual Report highlights goals, objectives and actions from the Corporate Human Resource Plan for Executive Government.

Co-ordinated by the Public Service Commission, the Plan integrates human resource actions planned by all departments, and supports department performance plans to help them achieve their goals and objectives.

Through the plan, we are confident we can continue to provide effective service to the people of Saskatchewan, now and into the future.

Sincerely,

Wynne Young
Chair, Public Service Commission

Introduction

The Corporate Human Resource Plan
The Government of Saskatchewan believes that the public service must have the right people in the right jobs at the right time, now and in the future.

The vision of the Saskatchewan public service is to be recognized as a leader in public sector management and policy and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

The Corporate Human Resource Plan (CHRP) has been developed to achieve this. It is an interdepartmental initiative with shared accountability between the Public Service Commission (PSC) and departments.

This is the first year of public reporting on the CHRP. Over the past three years, the PSC has built oversight tools and collaborated with departments in taking joint ownership of the key actions within the plan.

There are 15 departments represented under this plan: Agriculture, Food and Rural Revitalization; Community Resources and Employment; Corrections and Public Safety; Culture, Youth and Recreation; Environment; Finance; Government Relations and Aboriginal Affairs; Health; Highways and Transportation; Industry and Resources; Justice; Labour; Learning; Northern Affairs; and the Public Service Commission.

The 2004-05 CHRP was released with the provincial budget on March 31, 2004 and is available at:
www.gov.sk.ca/psc/aboutpsc/performance.pdf.

We will report on these results in July 2005 in the PSC's 2004-05 Annual Report.

2003-04 Annual Report
This annual report provides results for the CHRP key actions and performance measures that were published in the 2003-04 Performance Plan.

The Performance Plan was released in July 2003 and is available online at
www.gov.sk.ca/psc/publications.htm.

This annual report also provides results associated with the key actions outlined in *Our Plan for 2003-04*, the government-wide plan released with the 2003-04 budget. This document is available online at:
www.gov.sk.ca/finance/budget/budget03/ourplan.pdf.

Reporting against the previously released performance plan increases accountability to the citizens we serve and improves their ability to assess performance results.

The continuing improvements to the CHRP and the Annual Report are tied to the ongoing implementation of the Accountability Framework.

Who We Are

The Saskatchewan Public Service Commission
The PSC is the independent agency responsible for leading human resource management in government.

Our mandate is to provide leadership and policy direction for human resource functions in the public service.

The PSC is responsible for maintaining an independent and professional public service. It plays a key role in recruiting and developing a workforce that represents the diversity of the people of Saskatchewan, and one that can provide quality service to the public.

It is also responsible for promoting harmonious relations between government, its employees and the trade unions that represent its employees.

In its role as a central agency, the PSC is also responsible to ensure government's human resource priorities are identified and that appropriate actions are taken to achieve the desired results.

This responsibility is fulfilled through the CHRP. This plan is an interdepartmental initiative with shared accountability between the PSC and departments for achieving the type of public service envisioned.

The PSC is accountable for:
- Leading the development of the CHRP;
- Coordinating government-wide human resource actions;
- Ensuring alignment of activities with government-wide priorities; and
- Establishing measures, evaluating and reporting on actions under the CHRP.

Departments are accountable for:
- Partnering with the PSC to develop the CHRP;
- Completing key actions outlined in the CHRP;
- Providing progress reports to the PSC on actions under the CHRP; and
- Supporting government-wide human resource priorities.

The plan also provides the foundation for reporting on government-wide human resource management actions and the associated performance results.

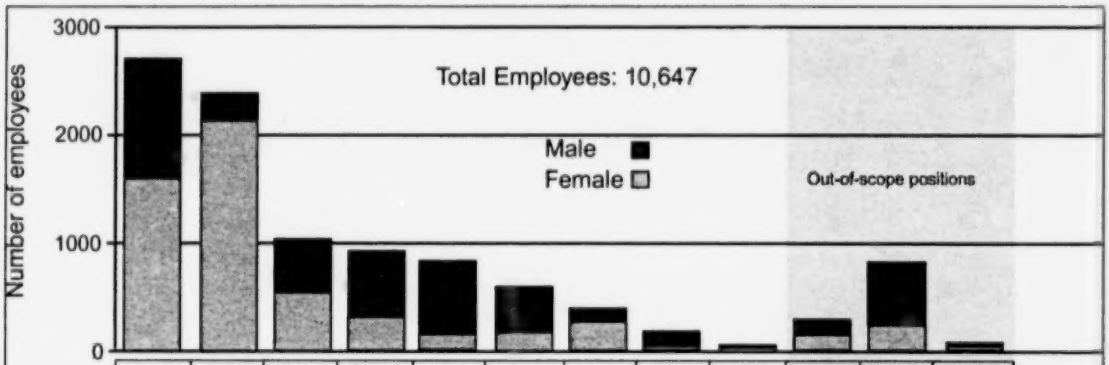
A more detailed overview and organization chart for the PSC is included in the appendices of this Annual Report.

The Saskatchewan Public Service
Employees in the Saskatchewan public service provide quality service to the people of the province. Our employees are a critical resource to ensure the government achieves its strategic goals and objectives.

Among their many roles, government employees:
- Operate heavy equipment to maintain roads in the summer and ensure highways are clear of ice and snow in the winter;
- Conduct intensive home studies for prospective adoptive parents, facilitate adoption placements and provide post-placement support and adoption finalization;
- Assess an individual's financial needs and determine eligibility for income assistance;
- Develop government policy and programs in a wide variety of areas such as environmental protection, health, intergovernmental relations, agriculture, public safety and education; and
- Manage computer networks, process financial transactions and develop communication tools.

There are more than 10,000 people working in permanent full-time, permanent part-time, term and labour service positions in departments. In summer months, seasonal employees bring this number up to more than 12,000 people.

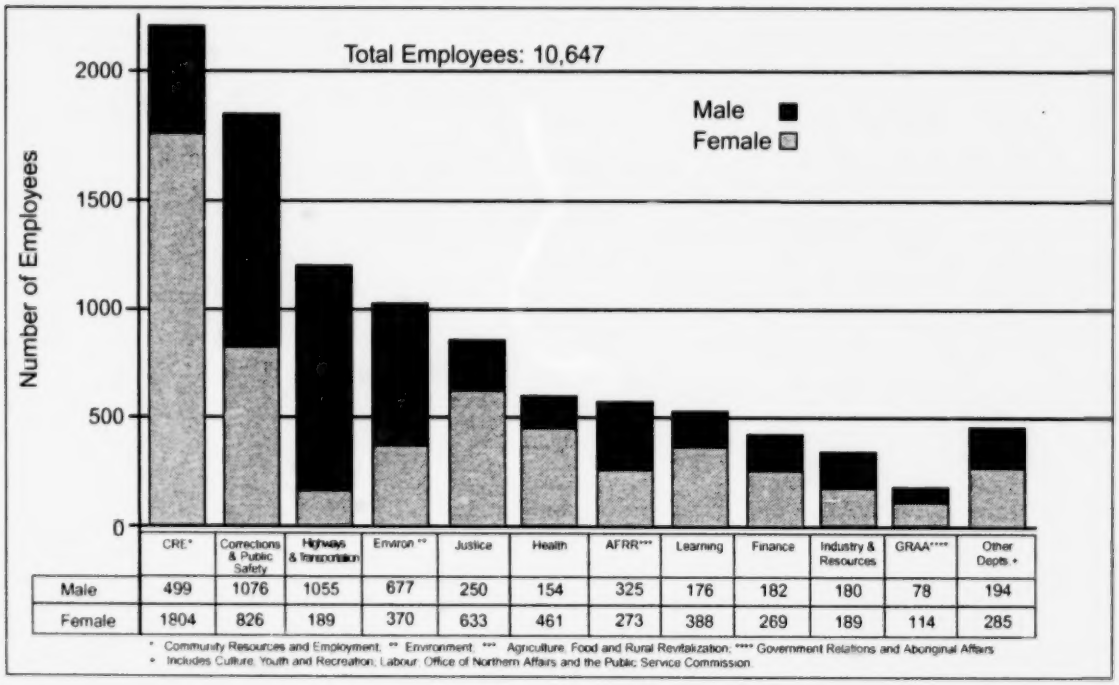
Number of Employees by Work Type, March 2004



	Human Services	Program Support	Program Consult.	Science/ Technology	General Operations	Inspection/ Regulatory	Finance/ Revenue	Building/ Shop Trades	Instruct-ional	Professional	Management	Senior Executive
Male	1135	270	544	614	694	442	137	175	36	180	606	13
Female	1602	2158	560	330	166	191	295	5	34	170	281	9

Human Services: Includes corrections workers, social workers and therapists.
Program Support: Includes secretarial, clerical, help desk & office managers.
Program Consultation: Includes business consultants, health consultants, program development, policy & legislation.
General Operations: Includes cooks, labourers, pilots & equipment operators.

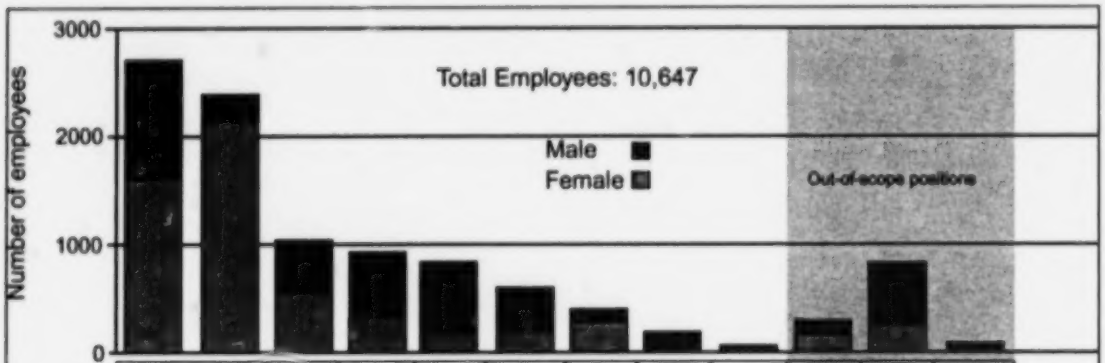
Number of Employees by Department, March 2004



	CRE*	Corrections & Public Safety	Highways & Transportation	Environ **	Justice	Health	AFRR***	Learning	Finance	Industry & Resources	GRAA****	Other Depts +
Male	499	1076	1055	677	250	154	325	176	182	180	78	194
Female	1804	826	189	370	633	461	273	388	269	189	114	285

* Community Resources and Employment; ** Environment; *** Agriculture, Food and Rural Revitalization; **** Government Relations and Aboriginal Affairs
+ Includes Culture, Youth and Recreation, Labour, Office of Northern Affairs and the Public Service Commission.

Number of Employees by Work Type, March 2004



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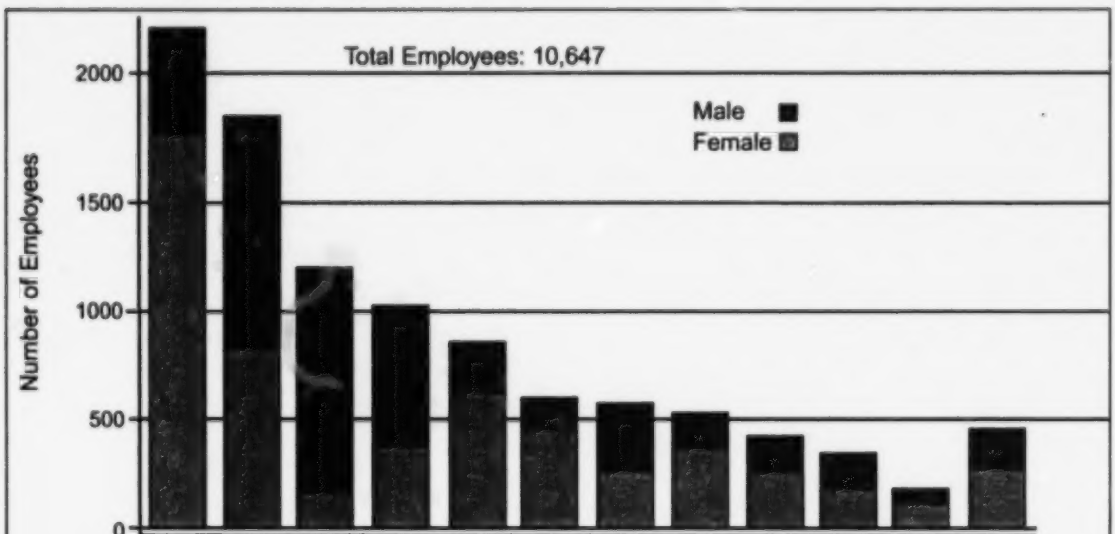
Number of Employees by Department, March 2004



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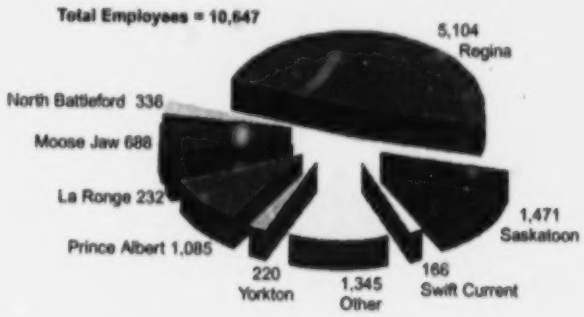
* Community Resources and Employment; ** Environment; *** Agriculture, Food and Rural Revitalization; **** Government Relations and Aboriginal Affairs
\+ Includes Culture, Youth and Recreation; Labour; Office of Northern Affairs and the Public Service Commission

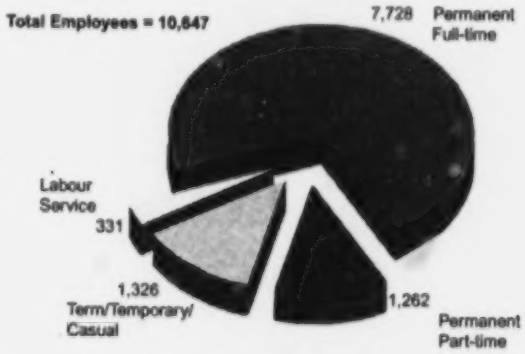
Number of Employees by Location, March 2004

While many public servants are based in Regina, Saskatoon and Prince Albert, others are located throughout the province in centres such as Maple Creek, La Loche, Yorkton, Alameda, Uranium City and Pelican Narrows.



Active Employees, March 2004

Close to three-quarters of the government workforce are employed in permanent, full-time positions. The remaining employees work in permanent part-time positions, term positions or in temporary or seasonal labour service positions.

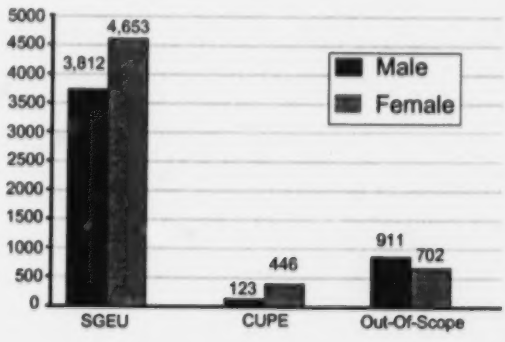


Number of Employees by Scope, March 2004

The majority of employees (85 per cent) are unionized, and most belong to the Saskatchewan Government and General Employees' Union (SGEU). The rest of government employees are out-of-scope.

Women represent 54.48 per cent and men represent 45.52 per cent of the public service workforce as of March, 2004.

The average age of permanent, full-time employees within the public service is 46.4.
The average age of all employees is 44.2.
The average employee has 17.2 years of service.



2003-04 Fiscal Year Results

2003-04 Results at a Glance

Summary of Performance Results
The PSC and departments have made progress in the evolution and implementation of the CHRP. The PSC recognizes the positive results many departments have achieved to date. The PSC and departments must continue to strengthen human resource policies, strategies and processes to meet the changing needs of the organization.

Goal One: The Saskatchewan public service has talented, innovative and dedicated employees
The PSC and departments have made progress on this goal.

Key results toward this goal include:

- Completed a labour demand analysis report: Trends, Patterns, and Possibilities: Demographic Characteristics of the Saskatchewan Public Service, October 2003. The report confirmed that by 2010, 2,300 employees in the public service are expected to retire. The report is a source document for departments' 2004-05 succession and human resource plans.

- Identified key positions in the majority of departments for succession management purposes. In addition, four departments have implemented succession management programs with a focus on building leadership capacity.

- Placed 719 students in term positions in departments through the Centennial Student Employment Program (CSEP), Co-op Education Programs and the Student Employment Program. The number of student positions in the public service has decreased since last year as a result of fiscal restraint.

- As demographics continue to pose a challenge for the Saskatchewan public service, it is imperative that the PSC and departments continue to collaborate on succession management, and recruitment strategies to attract and retain employees.

Goal Two: The Saskatchewan public service has a healthy, productive and collaborative work environment

The PSC and departments have made significant progress in establishing a healthy, productive and collaborative work environment.

Key results toward this goal include:

- Implemented the employee recognition program across government. Thirteen out of 15 departments have completed recognition plans.

- Implemented the Planning for Success performance management system within the Department of Agriculture, Food and Rural Revitalization, the Department of Corrections and Public Safety, and the Public Service Commission.

- Released the 2003 Employee Survey results. Overall, the results for the provincial public service were slightly above what was expected for the public sector. The PSC and departments began and will continue to work with employees to further analyze issues, initiate actions to address areas of concern, and report back on progress to employees. More information on the survey is available online at: www.gov.sk.ca/psc/survey2003/default.htm

- Completed job evaluation factors and benchmark descriptors for the new out-of-scope Classification and Compensation Plan.

- Completed staffing audits for permanent part-time and term/temporary staffing actions conducted between April 1 to September 30, 2003.

- Continued the development and implementation of the human resource component (payroll, time and labour and benefits) of MIDAS (Multi-Information Database Application System).

- Provide job seekers with easy access to apply for government jobs through the online Career Centre. In 2003, the Career Centre website averaged 52,700 visits per month.

- The PSC continues to encourage departments to use the Candidate Profiler and strengthen all permanent part-time and term staffing processes.

Goal Three: The Saskatchewan public service has a diverse workforce

Employment equity representation indicates that the number of self-declared Aboriginal people employed in executive government has risen. However, the majority of these employees continue to work in less senior occupations
and in seasonal positions.

The statistics for the remaining employment equity groups remained constant. The remaining three designated groups are persons with disabilities, members of visible minority groups, and women in management.

Each diversity group has particular challenges and barriers that negatively impact representation. The PSC and departments must continue to anchor diversity initiatives within the culture of the public service and to focus efforts on building commitment for diversity within the public service, in particular, within middle management.

Key results toward this goal include:

- Continued to hire employment equity group candidates into all employment categories. Of all hires that self-declared in 2003-04, 2.3% were persons with disabilities;3.9% were visible minority group members, 13.6% were Aboriginal people and 61.4% were women;
- Partnered with the Aboriginal Government Employees' Network (AGEN) to create Pikiskwewak, a speakers bureau, to encourage Aboriginal students to stay in school and consider careers with the public service.
- Integrated diversity into departments' human resource plans.
- Developed a New Professionals' Network to engage new public service employees in their professional role through discussion forums, learning opportunities and mentoring.

Summary of Financial Results

The following summary of financial results is for the Public Service Commission only, and does not include other departments' human resource management related expenditures.

During 2003-04, the Public Service Commission spent $8,515,000 to provide human resource leadership, programs and services to the Government of Saskatchewan, coming in under budget by $39,000.

The Public Service Commission deposited $60,870 to the General Revenue Fund during 2003-04, coming in over budget by $34,870.

2003-04 Performance Results

The purpose of this section is to report back on and explain the detailed performance results associated with all key actions and performance measures in the 2003-04 performance plan.

The key actions presented in the 2003-04 plan are listed below, followed by a report on actual progress for each. Some key actions involve only the PSC or departments.

Not all departments made progress under each key action depending on resources, priorities within departments and time commitments. The PSC monitors progress and works collaboratively with departments to ensure key actions are completed.

Further information about the measures used is available in the 2003-04 Performance Plan, located in the PSC's 2002-03 Annual Report. The report is available online at www.gov.sk.ca/psc/publications.htm.

Several measurement results were obtained from the government-wide Employee Survey (February 2003). The survey is biennial and will be conducted again in 2005.

Goal 1
The Saskatchewan public service has talented, innovative and dedicated employees.

Objective 1 - Enhanced ability for the public service to attract and retain high quality employees

The Saskatchewan public service faces a significant challenge given its demographic profile, decreasing availability of a qualified labour pool and the negative perception of the public service as a career choice.

This objective addresses the need for the Government of Saskatchewan to attract and retain high quality employees. The public service will need to ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

The key foundational elements were put in place in 2003-04. The PSC and departments will continue to enhance our efforts to attract and retain high-quality employees.

Key Results

Implement a recruitment marketing strategy for the Saskatchewan public service
[2003-04 planned result]

Public Service Commission

- Finalized marketing research in early 2003-04 and compared the results to the findings from the Employee Survey. Strategic initiatives are integrated into the Corporate Human Resource Plan in 2004-05.

Enhance student work placement programs directed toward specific careers or designated groups [2003-04 planned result]

Public Service Commission

- Placed 719 students in term positions in departments through the CentennialStudent Employment Program (CSEP), Co-op Education Programs, and Student Employment Program.
- Twenty-seven per cent of all Student Employment Program hires and 36 per cent of all CSEP hires were members of employment equity groups. Students were employed in jobs such as research officers, field assistants and data management technicians.
- Provided funding for summer students for the Aboriginal Government Employees' Network and Saskatchewan Visible Minority Employees Association to support continued research on recruitment and retention of employment equity group members.

Implement the online Applicant Recruitment, Tracking and Inventory System (Career Centre) [2003-04 planned result]

The Career Centre is used to staff permanent full-time positions and to refer potential candidates to departments for term and part-time employment opportunities. To date, 20,000 candidates have profiles on the system.

Public Service Commission

- Improved site navigation and provided additional job search tools for users, including

integration of the student employment application process into the Career Centre database. As of March 31, 2004 over 5,300 students have submitted profiles to the database.

- Created an interface from the Internet Personnel System (IPS) to the Career Centre to allow seniority data to be integrated when staffing permanent full-time positions.

Enhance partnerships with schools, universities, SIAST and other educational institutions [2003-04 planned result]

Public Service Commission

- Established a partnership with the First Nations University of Canada to support the Aboriginal Student Co-op Program.

- Continued presence at career fairs in venues such as the University of Regina, University of Saskatchewan and Saskatchewan Institute of Applied Science and Technology (SIAST).

Departments

- Nine out of 15 departments have established relationships with schools, universities and technical colleges to promote careers in the public service. Examples include:
  - The Department of Agriculture, Food and Rural Revitalization funded a third party organization to deliver a "Careers in Agriculture and Food Science" program to Saskatchewan career counselors, teachers, and students in Grades 8 to 12.
  - Department of Environment is promoting careers to First Nations high schools and Band Councils throughout Saskatchewan.
  - The Department of Government Relations has a relationship with the Regional Urban Development Program, University of Saskatchewan to provide research opportunities for students.

Develop recruitment strategies for government-wide and department-specific hard-to-recruit positions [2003-04 planned result]

Public Service Commission

- Promoted the Candidate Profiler to departments as an option to search for candidates with specific skills for hard-to-recruit occupations.

- Established a relationship with Yahoo! Hot Jobs to advertise hard-to-recruit occupations and to access a searchable resume database to allow broader access to "passive" job seekers.

Departments

- Eight out of 15 departments identified specific, hard-to-recruit occupations. Positions include, but are not limited to: child protection intake workers, parental care workers, occupational health officers, mechanics, welders, and positions based in Northern Saskatchewan.

Complete a workforce supply and demand analysis to 2010 [2003-04 planned result]

Public Service Commission

- Worked with Sask Trends Monitor to complete a demand analysis report: *Trends, Patterns, and Possibilities, Demographic Characteristics of the Saskatchewan Public Service, October 2003*. The report:
  - Highlighted government demographic characteristics and government separation and retirement trends;
  - Compared executive government with the provincial labour market; and
  - Projected retirements up to 2010 and beyond for executive government.

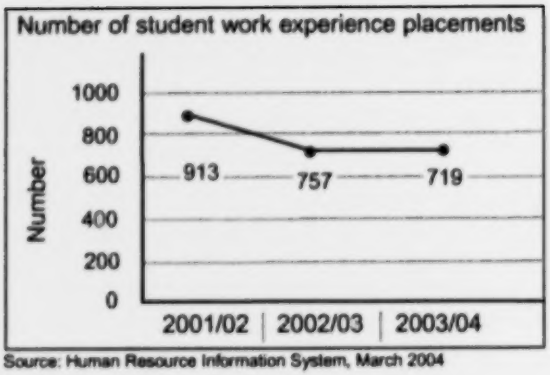
Departments

- Ten out of 15 departments integrated information from the demand analysis report into departmental human resource plans for 2004-05.

Measurement results

Number of student work experience placements

This measures the number of summer, co-op and CSEP students employed in the public service. The public service seeks to increase the awareness of careers in the public service by providing employment opportunities for students.



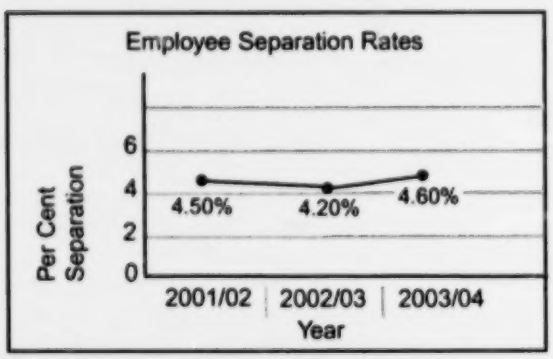
Source: Human Resource Information System, March 2004

In this chart, the number of student work experience placements reported for 2002-03 is 757, which is slightly different from the number in last year's Annual Report. This is due to reporting on a fiscal year basis, rather than by calendar year.

A key factor that affects this measure is the financial resources allocated to departments for student placements. As a result of fiscal restraint in 2003-04 departments had less resources to allocate to student hiring.

Employee separation rate

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors (such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons) also play a role.



Source: Human Resource Information System, March 2004

The small fluctuations are within an acceptable range of four and eight per cent. The separation rate for 2002-03 in the 2002-03 annual report was listed as 5.16%. As a result of changes in categorizing separations, the rate decreased to 4.20%.

Objective 2 - Continuity of knowledge and skills in key positions

Based on the current average age of retirement, approximately 2,300 Saskatchewan public servants are expected to retire by 2010. The current average age of permanent public service employees is 46.4 years.

There are, on average, only about two to three years of age separating the supervisory group from senior managers and top executives. This will result in years of experience and knowledge leaving the public service at all management levels at roughly the same time.

If the government is able to forecast and plan for retiring employees, disruption to services provided to the public will be minimized.

The key foundational elements were put in place in 2003-04. The PSC recognizes the need for stronger central leadership and is in the process of consulting with departments.

Key Results

Implement the Succession Management Framework for executive government; identify and develop succession plans for key positions both corporately and departmentally
[2003-04 planned result]

Public Service Commission

Succession management activities in 2003-04 focused on management and executive positions.

- Initiated a corporate executive succession plan.
- Established interdepartmental Succession Management Network to facilitate and exchange ideas and information.

Departments

- Eleven out of 15 departments identified key positions for succession management purposes. Positions include, but are not

limited to: senior managers, financial analysts, tax auditors, project managers, and engineers.

- Four out of 15 departments have developed and are implementing succession management programs which focus on building leadership capacity.

Recommend actions leading to more flexible retirement options [2003-04 planned result]

Public Service Commission

- Developed guidelines for a phased-in retirement plan for out-of-scope employees. Phased-in retirement typically involves either a reduction of work hours prior to fully leaving the workforce, or some form of post-retirement employment.

Research and develop knowledge management strategies for identified key technical/ professional positions [2003-04 planned result]

Departments

- Seven departments completed research into, or identified technical positions that require knowledge management strategies. As departments identify key technical and professional positions, knowledge management strategies will be developed.

Measurement Results

Percentage of identified key positions with succession plans in place

This measures the government's preparation for succession. If the government is able to forecast and plan for retiring employees, disruption to services provided to the public will be minimized. The human resource function plays a significant role in leading the development of succession planning initiatives. Managers will influence implementation.

In 2003-04, departments were only required to identify key positions. In 2004-05, departments are required to develop succession plans for identified key positions. This measure is under development in 2004-05.

Goal 2
The Saskatchewan public service has a healthy, productive and collaborative work environment

Objective 1 - Increased leadership and management capabilities

Increased numbers of retirements over the next decade will have an impact on senior and middle management and will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled by candidates from within the public service, it is critical to train and develop current employees to fill the gap when these managers retire.

Along with the changing nature of work, management competencies have also evolved. It is critical to support new roles and responsibilities of managers.

The key foundational elements were put in place in 2003-04. Efforts will continue to strengthen the leadership capacity throughout government.

Key Results

Develop a learning and development strategy that includes management training [2003-04 planned result]

Public Service Commission

Please refer to Goal 2, Objective 4.

Ensure learning plans are in place for all managers [2003-04 planned result]

Departments

Approximately 25 per cent of managers across government have developed and are now using learning and development plans.

Learning and development needs identified include strategic planning, change management, leadership, and supervisory training.

Measurement Results

Percentage of employees who feel their direct supervisor is effective

This measures an employee's perception of his or her supervisor's leadership and management capabilities.

The response to this measure was:

Favourable - 54%
Neutral - 25%
Unfavourable - 21%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Objective 2 - Increased commitment to work/life balance

While government has several policies in place to support the balance, there is a need to further communicate these policies and have them consistently applied across the public service.

Our goal is to increase employee awareness of policies that support work/life balance, and that employees understand the options available to them.

Progress under this objective has been successful. The 2003 Employee Survey results indicate that with respect to work/life balance opportunities and availability, the Saskatchewan public service is significantly above the public sector norm. For future reporting and planning, this objective has been integrated into a new objective, "Enhanced support for learning, effective employee performance, accountability and organizational health."

Key Results

Educate and inform managers of policies and practices that support work/life balance and the appropriate application of these policies
[2003-04 planned result]

Public Service Commission
- Continued to enhance employee awareness through regular features in PS People (the government-wide employee newsletter), and updates to the work/life balance webpage.

Departments
- Thirteen out of 15 departments provided ongoing support to managers such as one-on-one consulting and presentations to management committees.

Ensure information on work/life policies is available to all employees
[2003-04 planned result]
Departments
- Twelve out of 15 departments distributed information on work/life balance policies through e-mails, workshops, and department websites.

Measurement Results

Percentage of employees who are aware of work/life balance policies

This measures the level of employee awareness of work/life balance policies. Employee familiarity with work/life balance policies demonstrates the organization's commitment to promote work/life balance.

The human resource function in government has a high level of influence on educating managers about work/life balance policies and practices. Managers play a significant role in educating and promoting work/life balance policies to employees.

The response to this measure was:

Favourable - 54%
Neutral - 19%
Unfavourable - 27%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Percentage of employees who feel able to access and use work/life balance policies

While employees may be aware of work/life balance policies, they may not make use of them. This measures the level of organizational support for work/life balance.

Management must support and provide opportunities for employees to access and use work/life balance policies.

The response to this measure was:

Favourable - 73%
Neutral - 13%
Unfavourable - 14%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Objective 3 - Constructive and co-operative employee relations

A healthy relationship between management, Government employees, and public service unions will contribute to a positive work environment. As the employer, the Government of Saskatchewan works to maintain a positive relationship with its employees and their unions.

Key Results

Complete seniority review project
This action was added during the 2003-04 year.

The intent of the seniority review project was to maximize the use of information technology in maintaining and applying seniority credits, and reduce the administrative burden on departments.

Public Service Commission

- Reviewed seniority administration processes. Over 1,800 employee files have been reviewed resulting in changes to approximately 985 employee seniority records. Most of the changes involved the recalculation of return-from-leave credits, or adjusting source data to reflect a change in employment status.

Review grievance process and complete implementation of the automated grievance tracking system [2003-04 planned result]

Public Service Commission

- Partnered with the Saskatchewan Government and General Employees' Union (SGEU) to complete development of an automated grievance tracking system, which has reduced the amount of effort required by both parties to reconcile data and improve the accuracy and timeliness of the data.

Continue regular issues meetings with the Saskatchewan Government and General Employees' Union (SGEU); continue regular meetings of departmental Union Management Committees [2003-04 planned result]

Public Service Commission

- Met regularly with SGEU to deal with matters and provide timely solutions to issues.

Departments

- Eleven out of 15 departments met regularly with their Union Management Committees. The other four departments are either in the process of developing stronger UMC committees or did not have a need to meet during the year.

Negotiate a renewal agreement with SGEU and CUPE 600 to reach settlement on revised terms and conditions of work
[2003-04 planned result]

Public Service Commission

- Met with departments to identify employer's issues and interests to bring to the bargaining table. The bargaining committee developed priorities and a bargaining strategy. The employers' package has been approved and bargaining with SGEU and CUPE 600 is currently underway.

Implement appropriate recommendations arising from Union Management Committee Review [2003-04 planned result]

Public Service Commission

- Completed survey of Union Management Committee members across government. Recommendations have been deferred to 2004-05 as a result of the SGEU bargaining process.

Measurement Results

Percentage of employees who feel mechanisms exist to deal with their concerns

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations.

The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers also play a large role in educating employees about these processes.

The response to this measure was as follows:

Favourable - 47%
Neutral - 29%
Unfavourable - 24%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Objective 4 - Enhanced organizational support for continuous learning, effective employee performance and accountability

This objective focuses on the means to develop skilled and productive individuals for an effective organization. Through continuous learning, employees can build skills to meet the organization's current and future needs.

The key foundational elements were put in place in 2003-04. The PSC and departments will continue to enhance organizational support for continued learning, effective employee performance and accountability.

Key Results

Design and manage the delivery of privacy awareness sessions for managers
This action was added during the 2003-04 year.

The Government of Saskatchewan recognizes the importance of ensuring personal information is kept confidential. To this end, information was developed for public service employees covering the importance of privacy with respect to the work they do.

Public Service Commission

- Designed and managed delivery of privacy awareness sessions for all out-of-scope managers, including development of resource reference binder. The Departments of Justice and Executive Council prepared the content of the privacy awareness sessions.
- Designed, developed and implemented an online learning website for privacy of personal information.

Assess and enhance the new online corporate orientation for public service employees
[2003-04 planned result]

Statistics indicate that the orientation website is actively used as a reference source, with an average of 733 visits per month. Feedback indicates that users find the site a valuable resource.

Public Service Commission

- Enhanced the orientation website by revising and improving information and navigation aids.
- Promoting new programs and initiatives on the site such as privacy awareness and the New Professionals' Network.

Develop a corporate learning and development framework [2003-04 planned result]

Public Service Commission

- Conducted a review of learning and development and prepared a report with recommendations to enhance the learning environment within executive government.

Implement government-wide and departmental employee recognition programs
[2003-04 planned result]

For more information on employee recognition programs, please visit www.recognition.gov.sk.ca.

Public Service Commission

- Developed and rolled out a government-wide corporate framework for employee recognition.
- Provided information sessions and an online guide for all departments.
- Partnered with the Department of Government Relations and Aboriginal Affairs (GRAA) to launch first Premier's Award of Excellence.
- In partnership with GRAA, established guidelines to ensure fairness, equity and inclusiveness.
- Profiled winners in PSPeople.

Departments

- Thirteen out of 15 departments have established recognition programs or are in the process of gaining formal approval.

Implement a redesigned performance management system in conjunction with a redesigned classification and compensation plan for out-of-scope employees
[2003-04 planned result]

Public Service Commission

- Piloted a new performance management system, Planning for Success, in three departments covering 240 out-of-scope employees.
- Completed job evaluation factors and benchmark descriptors that meet pay equity principles for the new classification plan.
- Conducted a compensation survey and designed a costing system for the assessment of implementation options respecting the classification plan and the performance management system.

Departments

- Three pilot departments have completed implementation of the out-of-scope performance management system, Planning for Success.

Measurement Results

Percentage of employees who feel supported in their performance

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles.

If employees are provided with clear expectations and receive constructive feedback, on-the-job performance will improve.

Human resource staff support managers, who in turn support employees. Therefore, both managers and human resource staff share a high level of influence on this measure.

The response to this measure was:

Favourable - 45%
Neutral - 27%
Unfavourable - 28%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Percentage of employees who understand the relationship of their job to department goals

This measures employees' understanding of the link between department strategic goals and the role they play in achieving these goals.

Managers have a high level of influence on this measure.

The response to this measure was:

Favourable - 70%
Neutral - 20%
Unfavourable - 10%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Objective 5 - Improved effectiveness and efficiency of human resource management systems, practices and processes.

This objective highlights the importance of having effective and efficient systems and processes supporting the human resource function, and the need for human resource roles and responsibilities to be clear and understood.

There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of processes.

A number of key actions within this objective are multi-year and require ongoing monitoring to ensure they are contributing to the achievement of the objective and goal.

Key Results

Enhance the monitoring and evaluation of the human resource function for department compliance with policies and standards
[2003-04 planned result]

Public Service Commission

- Completed staffing audits to determine compliance for permanent part-time and term/temporary staffing actions that took place between April 1 and September 30, 2003.
- Implemented recommendations resulting from the review of the staffing process. This has resulted in a 23-day or 26 per cent reduction in the average time to fill a vacant position.

Prepare and implement the human resource components (payroll, time and labour and benefits) of MIDAS (Multi-Information Database Application) [2003-04 planned result]

Public Service Commission

The Public Service Commission, in partnership with the Department of Finance, began work on the human resource and payroll component of the MIDAS project in October 2003.

Once fully operational, the new human resource component (Phase 3) of the MIDAS system will replace the functionality from the two existing corporate human resource information systems (Internet Personnel System and Human Resource System).

- Established an inter-departmental project team to oversee the development and implementation of the project.

- Identified business requirements. Both PSC and departments participated.

Improve the human resource management information available to enhance management decision making [2003-04 planned result]

Public Service Commission

- Completed a comprehensive performance measurement document to monitor and evaluate results within the Corporate Human Resource Plan.

- Developed a MIDAS HR Management Reporting Strategy that defines the expectations for reporting, supports the achievement of the strategic goals reflected in the Corporate Human Resource Plan, and identifies how the PSC intends to approach reporting in Oracle Human Resources.

- Completed second year of management reporting statistics to deputy ministers for managing human resources within each department.

Conduct a government-wide employee survey [2003-04 planned result]

Public Service Commission

- Released the 2003 Employee Survey results. Survey results are being used to measure actions from the Corporate Human Resource Plan.

Departments

- Follow-up analysis and actions are being developed.

Measurement Results

Percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management.

This measures employee satisfaction with systems, practices and processes of human resource management.

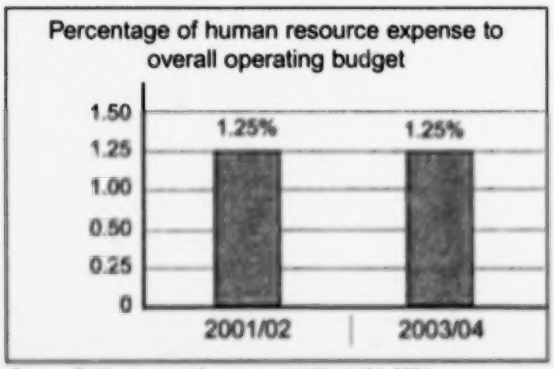
The human resource function has a high level of influence in establishing human resource management practices.

The response to this measure was:

Favourable - 37%
Neutral - 34%
Unfavourable - 29%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

Percentage of human resource expense to overall operating budget

This measure indicates the percentage of the government's operating expense attributed to the cost of the human resource function.



Source: Public Accounts for year ended March 31, 2004

The Government of Saskatchewan is well within the average range of other private and public sector organizations (0.88% to 1.42%, 2000 Canadian Performance Measurement and Benchmarking Analysis Report, 2000 Saratoga Institute Canada, Ltd.)

Goal 3
The Saskatchewan public service has a diverse workforce

Objective 1 - An increasingly representative workforce at all levels of the organization

There is a compelling business case for organizations to achieve a representative workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the province.

Benefits of a diverse workforce include:
- greater creativity and innovation
- greater understanding of cultural issues
- greater ability to relate to clients
- greater diversity of approaches and opinions

The PSC and departments must continue to anchor diversity initiatives within the culture of the public service by creating awareness of the importance of diversity, providing ongoing training and enhancing recruitment initiatives.

Key Results

Continue to develop and implement the Aboriginal Management and Professional Internship Program including the recruitment of new interns [2003-04 planned result]

Public Service Commission
- Hired eight new interns as of September 2003, for a total of 12 interns in the program. Four interns have obtained permanent or term employment in the Saskatchewan public service in 2003-04.

- Delivered promotional presentations to attract potential candidates through job fairs and conferences.

- Completed several internal initiatives including:
  - the promotion of programs to internal stakeholders;
  - establishment of a network for coaches; and
  - the initiation of a strategy to transition interns from the program into permanent jobs.

Enhance partnerships with the Saskatchewan Visible Minorities Employees Association (SVMEA), Aboriginal Government Employees' Network (AGEN), unions and other key stakeholders [2003-04 planned result]

Public Service Commission
- Negotiated an agreement with the Saskatchewan Government and General Employees' Union (SGEU) to review the present employment equity letter of understanding to further clarify roles in the development of employment equity plans.

- Signed Letters of Understanding with SVMEA and AGEN and, as per guidelines in the letter, continued to work together to:
  - Develop educational information on issues facing both Aboriginal people and visible minorities in the workplace. The information will be used to increase recruitment, retention and advancement of Aboriginal and visible minority employees.
  - Develop a forum for AGEN to present strategies to government on recruitment, and retention.

In partnership with the Aboriginal Government Employees' Network (AGEN), establish an Aboriginal Speakers Bureau to help encourage Aboriginal Students to stay in school and consider a career within the public service [2003-04 planned result]

Public Service Commission

- Developed Pikiskwewak, the AGEN Speakers Bureau in partnership with AGEN. Approximately 40 AGEN members have volunteered to participate as speakers.

- Trained volunteers in public speaking to youth.

Establish interdepartmental committees to link corporate activities and expertise, and to advise the PSC on issues related to workplace diversity [2003-04 planned result]

Public Service Commission

- Formal committees were not established. Instead, activities of a similar nature were completed, including:
  - A partnership with the Department of Government Relations and Aboriginal Affairs to convert public service positions to National Occupation Codes (NOC) which provides a common reporting tool.
  - Provided diversity statistics to departments via regular reports and online posting for use in department employment equity plans.

Enhance recruitment initiatives for designated groups [2003-04 planned result]

Public Service Commission

- Established a pilot project with the Department of Community Resources and Employment to recruit and retain persons with disabilities. The goal of the initiative is to provide direct assistance to departments in recruiting and retaining persons with disabilities.

- Partnered with the Aboriginal Employees' Circle along with the Saskatoon Tribal Council, the Saskatchewan Indian Institute of Technology and the Federation of Saskatchewan Indian Nations to promote employment opportunities within Executive Government.

- Presented statistical information to management groups and Diversity and Union Management Committees to assist them in supporting and accommodating persons with disabilities in the workplace. Information is also available online.

Identify and remove barriers to employment for designated group members
[2003-04 planned result]

Public Service Commission

- Developed and issued Diversity Guidelines to provide a framework for departmental workplace diversity plans.

Develop and implement departmental annual workplace diversity workplans with attainable quantitative and qualitative goals, including recruitment plans for vacancies
[2003-04 planned result]

Departments

- Twelve out of 15 departments have integrated diversity into their human resource plans. A wide variety of initiatives are being used to increase representation of employment equity groups. For example:
  - The Department of Highways and Transportation partnered with the Saskatchewan Association of Rehabilitation Centers to produce a video on hiring persons with intellectual disabilities.
  - The Department of Agriculture, Food and Rural Revitalization implemented the Aboriginal Mentorship/Work Placement initiative.

Measurement Results
Percentage of representation by employment equity groups

This measure addresses attraction and retention of designated group members.

	1999-00	2002-03	2003-04
Aboriginal persons	8.6%	10.2%	10.5%
Persons with Disabilities	2.8%	3.0%	3.1%
Visible Minority Persons	2.7%	2.3%	2.4%
Women in Senior Management	N/A*	N/A*	34.0%
Women in middle management and other managers	N/A*	N/A*	32.1%

Source: Human Resource Information System, March 2004

Public Service Commission

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- Trained volunteers in public speaking to youth.

Establish interdepartmental committees to link corporate activities and expertise, and to advise the PSC on issues related to workplace diversity [2003-04 planned result]

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  - A partnership with the Department of Government Relations and Aboriginal Affairs to convert public service positions to National Occupation Codes (NOC) which provides a common reporting tool.
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Source: Human Resource Information System, March 2004

* The method of calculating representation rates has been revised and new baselines have been established as of March 31, 2004. For comparative purposes the new calculations do not impact the percentages significantly.

The chart is missing years 2000-01 and 2001-02 as a result of changing the method of measuring statistics from a calendar year to a fiscal year. The calculation for women in management has been separated into two statistics: women in senior management and women in middle management and other managers. The key reason for this separation is to eliminate barriers related to in-scope and out-of-scope management.

Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply. It is critical to succession management and the ongoing delivery of services that the public service has a greater youth representation.

Objective 2 - Increased youth representation

As of March 31, 2003, only 4.1 per cent of permanent full-time employees and 10 percent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30. The shortage of youth in the public service requires targeted recruitment initiatives.The key foundational elements were put in place in 2003-04. Efforts continue to strengthen representation of employees under 30 years of age in government.

Key Results

Explore means to enhance youth employment in the public service [2003-04 planned result]

Public Service Commission

- Placed student representatives at Saskatchewan universities to enhance relationships with student organizations and student placement offices to encourage students to consider a summer job or a career with the public service.

- promotional posters, print media advertising and website banner advertisements to promote student employment programs and ongoing career opportunities.

Develop a network for new professionals [2003-04 planned result]

Public Service Commission

- Worked with the Institute of Public Administration of Canada (IPAC) to develop an inter-governmental New Professionals' Network (NPN) for employees who are new to government.

- Held several NPN events, including a roundtable on ethics, a presentation on using partnerships to attain success and several lunch-and-learn sessions.

- Promoted program to new professionals and managers, as well as to potential employees.

- Completed a proposal for a mentorship model in the public service through the NPN.

Ensure youth initiatives are included in department diversity plans [2003-04 planned result]

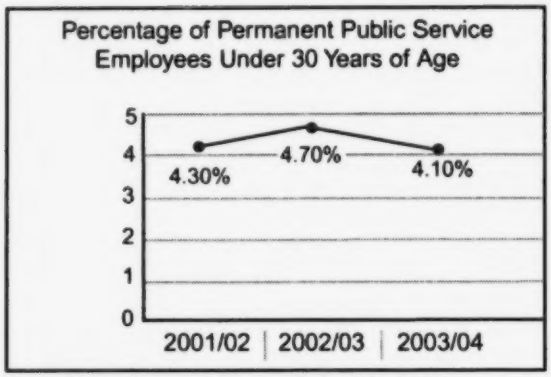
Departments

Departments do not have strong youth components within their diversity plans. Despite this, most departments continued to have some form of presence at various career fairs such as the University of Regina, University of Saskatchewan and the Saskatchewan Institute of Applied Science and Technology (SIAST) conference.

Measurement Results

Percentage of permanent full-time public service employees under 30 years of age

The level of youth representation is a reflection of the government's ability to attract and retain youth within full-time, permanent jobs. This measure is influenced by the labour supply and seniority provisions in the collective bargaining agreement.



Source: Human Resource Information System, March 2004

The number of youth hired into permanent full-time positions was 25% in 2002-03 and slightly below at 21% for 2003-04. In addition, there were less permanent full-time positions available for staffing in 2003-04.

At the same time, the retention rate of new employees hired into permanent, full-time positions was 89% in 2003-04.

Objective 3 - Improved organizational culture to support diversity

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviors of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

Key Results

Review and update anti-harassment policy for government workplaces

This action was added during the 2003-04 year. Harassment is a concern for everyone and maintaining a harassment-free workplace is everyone's responsibility.

Public Service Commission

- Reviewed and updated the anti-harassment policy and rolled out to departments.

Promote training and use of education materials that discuss diversity and respectful workplaces [2003-04 planned result]

Public Service Commission

- Designed and developed an educational brochure for employees regarding harassment prevention in the Saskatchewan Government. Brochure was widely distributed in online and paper formats to ensure easy access for employees throughout the province.

Ensured all employees are aware and have available to them diversity educational materials [2003-04 planned result]

Departments

Twelve out of 15 departments developed educational materials and provided educational sessions to promote diversity to their employees.

Measurements Results

Percentage of employees who feel the organizational culture supports workplace diversity

This is a measure of employees' perceptions of organizational support for diversity.
Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

The response to this measure was:

Favourable - 61%
Neutral - 22%
Unfavourable - 17%
(Saskatchewan Public Service 2003 Employee Survey, February 2003; latest available data)

2003-04 Public Service Commission Financial Results

Summary of Expenditures
The following table outlines information on actual and budgeted expenditures by subvote. Variance explanations are provided for all variances that are greater than $20,000.

Financial results are for the Public Service Commission only, and do not include other departments' human resource management-related expenditures.

(reported in thousands of dollars)

Subvote/Subprogram	Original Estimate	Actual Expenditure	Variance Over/(Under)	
Administration				
Salaries	$1,038	$1,166	$128	1
Operating Expenses	442	335	(107)	2
Subtotal	1,480	1,501	21	
Accommodation and Central Services				
Operating	$711	$698	(13)	
Human Resource Information Services				
Salaries	$969	$1,002	$33	3
Operating Expenses	317	224	(93)	4
Subtotal	1,286	1,226	(60)	
Employee Relations				
Salaries	$1,189	$1,329	$140	5
Operating	381	209	(172)	6
Subtotal	1,570	1,538	(32)	
Human Resource Development				
Salaries	$2,480	$2,575	$95	7
Operating Expenses	292	325	33	8
Subtotal	2,772	2,900	128	
Aboriginal Management and Professional Internship Program				
Salaries	$705	$579	(126)	9
Operating Expenses	30	73	43	10
Subtotal	735	652	(83)	
Salaries	$6,381	$6,651	$270	
Operating	2,173	1,864	(309)	
Total Appropriation	$8,554	$8,515	$(39)	

Explanations for major variances:

1. During 2003-04, PSC became agency-of-record for the Honourable Peter Prebble and the Honourable Pat Atkinson's office. Salary costs were not budgeted.
2. Decrease in information technology and general operating expenditures.
3. Economic and negotiated salary increases.
4. Decrease in information technology and general operating expenditures.
5. Union-Management Initiatives (term CUMC Liaison hired to train SGEU staffing panel representatives and provide assistance to departmental UMC committees). Funding was budgeted in operating, however, a portion was used for salaries.
6. Decrease in consulting services associated with development and implementation of new out-of-scope classification and compensation plans and performance management system.
7. Economic and negotiated salary increases.
8. Marketing public service careers.
9. Intern leaves of absences or resignations from the program during the year.
10. Intern learning and development opportunities, including associated travel costs.

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Summary of Revenues

The Public Service Commission collects revenue relating to the provision of human resource services to external agencies.

A summary of PSC's 2003-04 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for all variances that are greater than $20,000.

(reported in thousands of dollars)

Revenue Category	Budget	Actual Revenue	Variance Over/(Under)	
Other Own-Source Revenue				
- Sales, Service and Service Fees	$21	$49	$28	1
- Other	$5	$12	$7	
Revenue	$26	$61	$35	

1. Increase in revenue due to cost-sharing of Minister's Office salaries with Crown Investments Corporation mid-year. Financial policies require the benefits portion of salaries be deposited into General Revenue Fund. As well, revenue collected for human resource services provided to external agencies was higher than anticipated during 2003-04.

Where to obtain additional information

The Public Service Commission is confident that this report provides useful information about both our accomplishments and future plans. If you have questions or comments, or would like additional copies of the plan, we invite you to call: (306) 787-7592.

Or contact us:
Communications
Saskatchewan Public Service Commission
2100 Broad Street Regina SK S4P 3V7
www.gov.sk.ca/psc

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Appendices

A. PSC Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998*.

The Commission is also responsible for the administration of *The Public Service Regulations, 1999*.

According to Section 3 of *The Public Service Act, 1998*, the purposes of the *Act* are:

- To maintain an independent and professional public service.
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements.
- To recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of this *Act*.
- To strive to develop a public service that represents the diversity of the people of askatchewan.
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly.

The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*.

Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

B. Public Service Commissioners

Ray Purdie

Lynn Archdekin

Roberta Burns

Ron Torgerson

Wynne Young

C. PSC Overview

Organizational Structure
The Public Service Commission has three divisions: Employee Relations, Human Resource Development and Corporate Services. It also has two functional units: the Workplace Diversity Unit and the Policy, Research and Communications Unit.

Employee Relations
Employee Relations represents the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union and Canadian Union of Public Employees Local 600.

The division also provides labour relations advice and consultation to management in support of program operations. It provides compensation research and advice and administers wage and salary services. This division is also responsible for the development of classification plans to evaluate all public service positions.

Human Resource Development
Human Resource Development provides recruitment and selection services for permanent full-time and student employment. These services include establishing job competencies and developing recruitment strategies. The division also evaluates and classifies public service jobs.

The Employee and Family Assistance Program provides confidential counselling assistance regarding work-related and personal problems to government employees.

Human Resource Development also provides leadership and support in organizational development and human resource strategic planning.

Corporate Services
Corporate Services provides direction, guidance and support for internal operations. This includes the management of human resources, financial services, information technology, security, procurement and facilities.

The division also operates two government-wide human resource information systems, maintains government-wide personnel records and administers seniority and vacation entitlements for government employees.

Workplace Diversity
Workplace Diversity is responsible for co-ordinating and supporting the Government of Saskatchewan in achieving a diverse workforce. The unit provides diversity planning, monitoring and advisory services to departments. The Aboriginal Management and Professional Internship Program also reports to this unit.

Policy, Research and Communications
Policy is responsible for the development of strategic human resources policies for executive government. It monitors trends in human resource management and provides support and advice to the Minister's Office and to the Public Service Commissioners.

Communications provides strategic communications planning for initiatives and issues related to the PSC's activities and operations, and government-wide human resource and labour relations trends and issues.

Communications also manages the content and ongoing development of the PSC's public Internet site and in-house Intranet.

D. Additional Results

In addition to key results listed above, the Public Service Commission continues to have a significant operational workload.

Responsive, client-centred PSC HR operational services

Ongoing activities include providing staffing, classification and labour relations support to all departments of executive government, as well as employee and family assistance counselling for government employees and families, and the development and maintenance of two government-wide human resource information systems.

Improve PSC operations in response to client feedback

- Reduced classification backlog by approximately 25 per cent from the five-year average. A new classification log is now fully operational.
- Implemented recommendations resulting from a review of the staffing process. This has resulted in a 23-day or 26 per cent reduction in the average time to fill a vacant position. (for more information, please see results listed under Objective 2)
- and updated the PSC website to provide ease of use and better navigation for users.
- Reduced outstanding scope review appeals from 340 to seven.
- Developed PSC Service Bulletin to inform PSC clients of ongoing efforts to improve services in response to feedback provided in the PSC Client Survey. The bulletin was distributed to managers and human resource staff in all departments and is available on the PSC website.
- Supported departments in organizational development by providing consulting services in the areas of leadership, learning and development, organizational design, t eam building, strategic planning and issues resolution.

Statistics for PSC Activities	2002-03	2003-04
Applications for Employment Received (permanent competitions only)	25,355	30,383
Permanent Full Time Staffing Actions Completed *	953	619
Classification Reviews Received	1,634	1,259
Classification Reviews Processed **	1,828	1,252
Employee and Family Assistance Program Referrals	745	768
Long Service Honourees	770	742
Grievances Resolved	233	164
Grievances to Arbitration	3	4
Human Resource Information System Transactions:		
- Human Resource System	51,254	34,233
- Internet Personnel System	485,000	620,000
Student employment referrals ***	4,601	4,005
- Executive government	3,881	3,538
- Other	720	467

* This does not include permanent part time, term and labour service staffing conducted by departments.
** Includes outstanding reviews from previous year.
*** Calculated per calendar year. Referrals are provided for Executive Government departments, boards and agencies, and the Saskatchewan Property Management Corporation. Includes student summer employment program and Centennial Student Employment Program.

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